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Human resources management

Overview of human resources management reform for the period 2017–2018

Report of the Secretary-General

Summary

The present report provides an update on achievements in modernizing and streamlining the Organization's human resources management functions since the seventy-first session of the General Assembly. It provides details of efforts under way to support the Secretary-General's management reform agenda and responds to General Assembly resolutions 65/247 and 71/263.

The General Assembly is invited to take note of the report and to approve the recommendations contained herein.

* A/73/150.

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I. Introduction

1. The Secretariat continues to implement human resources reform initiatives to build a strong and forward-looking Organization that thrives in a challenging and fast-changing environment. Ongoing reform of the human resources function is a key part of the Secretary-General's vision. While continuous progress has been made since the seventy-first session, much work remains to be done.

2. The present report outlines the progress made since the seventy-first session, including updates requested by the General Assembly. In section II.A, an update is provided on the simplification and streamlining of rules and policies and on changes in the conditions of service. Also described are achievements in protecting staff members from retaliation for reporting misconduct, and efforts to prevent and respond to sexual exploitation, sexual abuse and sexual harassment are highlighted.

3. The Secretariat has made progress in talent management, including workforce planning, faster recruitment and the engagement of young people. It has reviewed performance management processes and learning offerings in order to link learning, performance and staff career development. Direct feedback on progress has been collected from staff across the Organization through a new staff survey. Progress in these areas is outlined in sections II.B to D.

4. Details are provided on staff health and well-being, including occupational safety and health and health care for staff in field duty stations (section II.E). Progress made in improving access to staff counselling and the management of sick leave is described, and the system-wide mental health strategy, which has been developed under the leadership of the Secretary-General, is outlined.

II. Progress in the implementation of human resources management reform initiatives in the period 2017–2018

A. Policies and conditions of service

1. Simplification and streamlining of the policy framework

5. The Secretariat initiated the first ever comprehensive review of the Organization's policy framework, engaging in partnerships with the United Nations funds and programmes. The revised framework, when fully complete, will provide simplified and streamlined policies for the strategic management of human resources.

6. The streamlined policy framework is a key element of the Secretary-General's vision to shift the management paradigm in the United Nations. It will support increased delegation of authority and enhanced managerial accountability across the Organization.

7. It is the first time since 1947 that the complete set of Staff Regulations and Rules of the United Nations has been comprehensively reviewed. The text has been reorganized in a more logical manner, simplified, modified to be gender neutral and modernized to be more user friendly and easier to understand. The corresponding amendments to the Staff Regulations and Rules have been submitted for the consideration of the General Assembly (see A/73/378).

8. It is also the first time that all internal policies have been examined in a holistic manner. More than 500 administrative issuances have been reviewed. Newly developed or revised human resources policies will place the people, the greatest asset of the Organization, at the centre. They will support a results-based and high-performing workforce, strengthen the welfare of staff and reflect the special

requirements of service in the field. They will also support managers in the exercise of their functions, building upon the specific needs of the Secretariat, as well as good practices from the funds and programmes.

9. As at July 2018, more than 200 administrative instructions had been abolished, simplified, updated or newly developed. By 2019, a new online policy platform will be launched to support managers in exercising their increased delegation of authority and to provide staff members with the necessary information.

2. Protection against retaliation

10. In January 2017, a new policy was issued on protection against retaliation for reporting misconduct and for cooperating with audits or investigations (ST/SGB/2017/2). The policy is a key anti-corruption measure that helps to prevent prohibited conduct, such as sexual misconduct. It serves as an internal accountability mechanism by encouraging whistle-blowers to report potential wrongdoing.

11. Key improvements in the policy include: (a) the ability of the Ethics Office to recommend preventive protective measures upon referral from the Office of Internal Oversight Services; (b) the ability of staff members who, in the interests of the Organization, report wrongdoing to request protection from retaliation from not only other staff but also any individual; (c) the establishment of a preliminary review period of 30 days upon the receipt of all documentation; (d) the right of complainants to seek the review of determinations by the Ethics Office after the preliminary review and to challenge an administrative decision based on a final recommendation of the Office; and (e) the notification of complainants with respect to disciplinary measures taken against staff members found to have retaliated against them.

12. Management and staff monitored the implementation of the policy, and, following collaborative efforts, the policy was further revised to reflect lessons learned and best practices in both public and private organizations. A new revised version (ST/SGB/2017/2/Rev.1) was issued in November 2017, including stronger provisions to protect whistle-blowers and the extension of the policy to include individual contractors and consultants.

3. Prevention of sexual exploitation and abuse and prevention of sexual harassment

(a) Prevention of sexual exploitation and abuse

13. The Secretary-General is fully committed to preventing all forms of sexual exploitation and abuse. To enforce the Secretariat's zero tolerance of sexual exploitation and abuse, a broad set of measures has been introduced as follows:

(a) Senior managers across the system are now required to certify annually, to their governing bodies, that they have fully and accurately reported all credible allegations of sexual exploitation and abuse related to United Nations staff members and affiliated personnel serving in their organization, and that they have made training on the prevention of sexual exploitation and abuse available to staff and affiliated personnel;

(b) A mandatory e-learning training programme entitled "Prevention of sexual exploitation and abuse by United Nations personnel" has been introduced for all personnel;

(c) New screening questions and a new special notice on sexual exploitation and abuse have been incorporated into all job applications, job openings and offer letters;

(d) All staff have to attest to their awareness of the Organization's policies on sexual exploitation and abuse and protection from retaliation when reporting allegations of such misconduct.

(b) Prevention of sexual harassment

14. The Secretary-General has led efforts in the Secretariat and across the United Nations system to ensure zero tolerance for sexual harassment in the workplace, including:

(a) The creation of a rapid response team of senior managers to improve guidance, information and services for Secretariat staff. At the United Nations common system level, the Secretary-General has established a senior-level task force within the United Nations System Chief Executives Board for Coordination, led by the Under-Secretary-General for Management in her capacity as Chair of the High-level Committee on Management, to strengthen and harmonize prevention and response across all organizations of the United Nations common system;

(b) The launch of an intranet site dedicated to addressing sexual harassment that provides staff members with information on reporting mechanisms and services;

(c) The establishment of a 24-hour helpline for staff to access information and confidential support on reporting mechanisms and medical, security and psychosocial services;

(d) The updating of mandatory training on sexual harassment;

(e) The convening of a joint staff-management working group to strengthen the policy on the prohibition of discrimination, harassment, including sexual harassment, and abuse of authority;

(f) The strengthening of investigation capacity to streamline and fast track investigations, and the hiring of additional investigators, including female investigators and investigators specialized in sexual harassment investigations;

(g) The development of a staff survey aimed at improving the understanding of the perspectives of staff on the prevalence, nature and experience of sexual harassment. The results of the survey will facilitate and strengthen the Organization's ability to respond effectively and quickly to allegations of sexual harassment;

(h) The deployment of a searchable electronic database for use by the entire United Nations system to enable the systematic tracking of both sexual exploitation and abuse and sexual harassment complaints and to enhance reporting;

(i) The launch of a centralized, system-wide screening application for use by the entire United Nations system to enable human resources professionals to vet candidates to prevent perpetrators of sexual harassment and sexual exploitation and abuse from being rehired.

4. Common system collaboration on job classification and reference checks

15. The Secretariat is leading an innovative system-wide effort to streamline and standardize the way in which jobs are classified and references are checked in the United Nations common system. Together with a number of agencies, funds and programmes, the Secretariat is coordinating a new approach whereby these services will be delivered through a virtual network of human resources specialists working under the umbrella of the common system. This inter-agency partnership will produce synergies and efficiencies across the system, while at the same time harmonizing the way in which United Nations organizations carry out these important human resources functions.

16. This is the first time that the Secretariat has expanded these common services across organizational boundaries. Such an expansion has been enabled through the system-wide use of the Secretariat's talent management platform, Inspira. In addition to making Inspira available to the United Nations common system for these services, several organizations are considering adopting Inspira as their talent management platform, which will further increase the benefits of collaboration, including through shared databases and the standardization of processes.

5. Earnings limit for retirees

17. In 1996, the General Assembly set the maximum earnings for retired former staff in receipt of pension benefits other than former language services staff members at $22,000 and established a maximum limit for language staff members at 125 workdays per year.

18. The limit of $22,000 was set on the basis of a maximum of six months at the midpoint of the gross salary for the Professional and higher categories (e.g., for P-4, step VI), and, unlike the limit set for language staff, it has remained unchanged in more than 20 years.

19. An analysis of the current earnings limit shows that, at P-4, step VI, the amount of $22,000 has been eroded down to the equivalent of 2.6 months of gross salary, less than half the maximum of six months approved by the General Assembly in 1996. For former retired staff members who separate at higher grade levels, ranging from the P-5 to the D-2 levels, the current limit restricts even further the possible duration of their engagement in any given calendar year.

20. The Secretariat needs the flexibility to rapidly hire highly skilled individuals with expertise and knowledge of the Organization's processes, systems and mandates. This is especially important for field operations at the time of start-up, surges and emergency humanitarian crises. Furthermore, the hiring of retired staff members for temporary needs and for a limited period has no impact on the career progression of staff members, as all available long-term positions have to be filled through the established recruitment process. It is also without additional financial cost to the Organization, as the temporary filling of these positions incurs the same expenses regardless of whether the candidate selected is a retiree.

21. In view of the above, the Secretary-General proposes that the General Assembly set the earnings limit for retired staff members in receipt of pension benefits other than retired language services staff members at the monetary equivalent of six months of salary at the midpoint of the salary scale (P-4, step VI). This approach would maintain the previously approved conditions and bring the maximum threshold in line with increases in the cost of living. In addition, this approach would yield a more equitable arrangement than that achieved through the establishment of a fixed global monetary amount. This would provide the Organization with the flexibility required to access a pool of qualified, readily available and deployable candidates for temporary needs.

6. Permanent resident status

22. In 1953, the Fifth Committee decided that the practice of requiring staff members in the Professional and higher categories to renounce permanent resident status in a country other than their country of nationality, to ensure equitable geographical distribution, should be given effect "through appropriate amendments to the Staff Rules". Although no such amendment was ever issued, the practice continued to be implemented.

23. In 2013, the United Nations Appeals Tribunal determined that there was no legal basis for such a practice. It could not be justified on the basis of ensuring the geographical distribution of staff members as geographical status is determined with reference to the staff member's recognized nationality, not their permanent resident status. Since the pronouncement by the Tribunal, new staff members have not been required to renounce their permanent resident status.

24. Serving staff who intend to acquire permanent resident status in any country other than that of their nationality are required to notify the Secretary-General before the change in resident status becomes final. The acquisition or retention of permanent resident status in the United States of America includes a further procedural step, whereby staff members are required to sign a waiver of the rights, privileges, exemptions and immunities that would accrue to them as international staff members. Staff members must request the permission of the Organization to sign the waiver. New staff members who have been allowed to retain their resident status have also been exceptionally granted permission to sign the waiver.

25. Staff members who have been exceptionally granted permission to retain or acquire permanent resident status have been informed that, following consideration by the General Assembly of this issue, they may be required to renounce their permanent resident status as a condition of any extension, renewal or other form of subsequent appointment within the Organization.

26. The Secretary-General is of the view that the practice of asking staff members to renounce their permanent resident status upon joining the Organization merits reconsideration for the following reasons. First, an increasing number of staff members serve at non-family duty stations while their families reside in the country of the spouse and not in the country of the staff member. Second, since the contractual reforms, a higher number of staff are serving on fixed-term appointments, which carry no expectation of renewal. It would therefore be unreasonable to expect prospective staff members to renounce their permanent resident status at the time of signing a one-year letter of appointment without any guarantee of further employment with the Organization.

27. Accordingly, the Secretary-General requests the General Assembly to approve the abolition of the requirement that staff members renounce their permanent resident status in a country other than the country of their nationality, on the basis of which the appropriate amendments to the Staff Rules would be prepared.

7. Contractual arrangements: update on the implementation of the continuing appointment

28. In response to General Assembly resolution 65/247, since 2012, the Secretariat has granted 3,532 continuing appointments to staff in the Professional and higher categories and the Field Service category and 804 to staff in the General Service and related categories (see table 1).

Table 1
Annual continuing appointments review (2012 and 2013)

Category	*Number of staff members reviewed*	*Number of continuing appointments available for award*	*Number of continuing appointments awarded*
Professional and higher categories and Field Service category	5 718	5 002	3 532
General Service and related categories	1 785	802	804

29. The Secretariat is currently conducting the 2014 review of the granting of continuing appointments on the basis of criteria established by the General Assembly. Table 2 shows the number of eligible staff members under review and the number of posts to be awarded.

Table 2
Annual continuing appointments review (2014)

Category	*Number of staff members under review*	*Number of continuing appointments available for award*	*Number of continuing appointments to be awarded*
Professional and higher categories and Field Service category	2 494	1 297	Under determination
General Service and related categories	847	437	Under determination

c. Conditions of service

(a) Field Service category

30. The Secretary-General has moved forward with the implementation of the new criteria for the use of the Field Service category, as recommended by the International Civil Service Commission (ICSC) in its annual report (see A/72/30, annex III) and subsequently endorsed by the General Assembly in its resolution 72/255.

31. Implementation includes a review of equivalencies and classification standards of the Field Service category in order to grade positions on the basis of the General Service and Professional job classification standards. Doing so will provide greater consistency and equity across positions in various categories and in turn facilitate the potential movement of staff across categories. This entails liaising closely with the field on the process for the implementation of the revised Field Service category. An internal policy on the use of the different staff categories is also under development in order to provide clarity and ensure the consistent use of all categories of staff across the Secretariat, including the Field Service category, which may be used in peacekeeping operations, special political missions, peacebuilding operations, humanitarian operations and emergency operations.

(b) National Professional Officers

32. In its resolution 72/255, the General Assembly endorsed the new guidelines for the employment of National Professional Officers, as recommended by ICSC in its annual report (see A/72/30, annex II). The guidelines notably recall the requirement to preserve the universal character of the organizations of the United Nations common system embedded in the Charter of the United Nations and call for the employment of National Professional Officers to be in accordance with the mandates of organizations, taking into account their operational needs.

33. The Secretary-General has prepared for the consideration of the General Assembly the required amendments to the Staff Rules that will allow the Secretariat and the separately administered funds and programmes of the United Nations system to avail themselves of the new guidelines (see A/73/378).

34. Relevant internal policies on recruitment and employment are also under revision, and new ones are under development, to ensure the proper use of the National Professional Officer category across the Secretariat, in line with the newly endorsed criteria. This entails liaising closely with the field and ensuring that practical summary guidance is issued on the use of the different staff categories, including the National Professional Officer category.

(c) Duty stations with extreme hardship conditions

35. The Secretariat, together with other field-based organizations, has advocated with ICSC for better conditions of service for staff serving in hardship locations. This includes the payment of a non-family service allowance at D and E duty stations where the extreme hardship conditions and absence of basic necessities of life prevent the internationally recruited staff from bringing their family members, but where security considerations do not trigger a non-family designation.

36. The Secretary-General welcomes the recommendation of ICSC on this matter. Subject to its approval by the General Assembly, this would allow the Secretariat (and other common system organizations) to offer a choice to staff members serving at D and E hardship duty stations without family restrictions as to whether to install their families at those duty stations, with an allowance set at 75 per cent of the non-family service allowance to be paid annually to those who opt not to install their dependants.

(d) Introduction of an end-of-service grant

37. The Secretariat has worked in partnership with other common system organizations to establish an end-of-service grant for staff who are separated upon the expiration of their appointment even after serving for many years, sometimes decades. This is particularly acute in the case of locally recruited staff (General Service staff and National Professional Officers) who cannot be laterally reassigned outside of their duty station to other activities of the Organization.

38. The Secretary-General welcomes the recommendation of ICSC on this matter. Subject to its approval by the General Assembly, this would allow staff members holding fixed-term appointments who are involuntarily separated from service on the expiration date of their appointment and who do not receive a termination indemnity to receive an end-of-service grant.

B. Talent management

1. Strategic workforce planning

39. Strategic workforce planning is a key component of human resources management and a fundamental aspect of the Secretariat's human resources strategy. The Secretariat is implementing a corporate approach to workforce planning that can be adapted to an increasingly decentralized management approach. Given the complex and diverse needs across the Secretariat, the approach can be tailored by each department or office so that their unique needs and staffing requirements can be considered.

40. Following the development of a five-step workforce planning methodology, as noted in the report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323), the Secretariat drafted a training guide on workforce planning, which has been used in recent exercises conducted by the Department of Safety and Security and the Office of Legal Affairs. Other workforce planning efforts by the Secretariat are described in annex I.

(a) Civilian staffing reviews

41. Civilian staffing reviews are an integral part of workforce planning. The reviews build upon the observations and recommendations of the entity strategic reviews and examine capacity, structure, the use of locally recruited staff (including both General

Service staff and National Professional Officers), outsourcing opportunities and cooperation with the United Nations country teams. Reviews have been thus far been completed for all peacekeeping missions, the Regional Service Centre in Entebbe, Uganda, the Global Service Centre in Brindisi, Italy, and the United Nations Office to the African Union.

42. Lessons learned from previous civilian staffing reviews are being used to identify internal and external factors that drive staffing trends. To evaluate the efficacy of civilian staffing reviews, an after-action review was conducted. It was concluded that the reviews are a useful mechanism for assessing civilian staffing in missions, and recommendations were made on the planning, structure and methodology of the reviews.

43. In this context, guidelines on the use of locally recruited staff were developed with a view to promoting the use of National Professional Officers and General Service staff in the workforce. Missions have received a first version of the guidelines, which are being revised to adequately reflect the legislative framework recommended by ICSC, as adopted by the General Assembly, together with feedback received from stakeholders in the field and at Headquarters. These guidelines will provide an overarching framework, principles and tools to support the use and career development of such staff.

(b) Mission-wide job classification exercise

44. As reported in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (see A/71/809, paras. 98–101), a project was undertaken across peacekeeping operations and special political missions to classify approximately 19,000 unclassified posts. As a result, a library of approximately 1,000 generic job descriptions in both working languages of the Organization was created to facilitate the classification of posts with the same job description, level and title across different missions. The project has concluded, and missions have implemented the results.

45. The classification project has been an effective enabler for workforce planning by:

(a) Creating classified job descriptions for positions in conjunction with proponent offices, which helps in defining the skills, knowledge and competencies needed to identify talent demand and evaluate workforce supply across the Organization;

(b) Assisting in recruitment planning, the preparation of workplans and performance evaluations;

(c) Expediting submissions of staffing requirements for the budget review process and recruitment by using the standard job descriptions for jobs that need to be established or changed;

(d) Aligning organizational charts across various missions;

(e) Guiding the establishment of reporting lines in line with the principles of organization design and nomenclature;

(f) Enhancing transparency and consistency in aligning job responsibilities and classified levels.

(c) Analysis of staff demographic trends

46. The General Assembly requested an analysis of demographic trends, in particular the increase in the average age of Secretariat staff. In this context, the

Secretariat analysed the trends in the age of staff from 30 June 2013 to 31 December 2017 across a range of variables, including entity, category and gender. In addition, to see the impact of age in the future, retirements were forecast by job code (job network, job family, title and grade) over the next 10 years (1 January 2018 to 31 December 2027).

47. While the average age in the Secretariat has risen marginally, from 43.4 years on 30 June 2013 to 45.1 years on 31 December 2017, an upward movement of 1.7 years (0.8 per cent per year), the analysis shows that this increase is the result mainly of the reduction of staff by certain missions, where serving staff tended to be younger (see table 3).

48. The average age in the Secretariat can be expected to continue to increase given the increase in the mandatory retirement age. In addition, the forecast of retirements (see table 4) shows no job network with a significant number of retirements. Further staff demographics trend analysis on age can be found in annex II.

Table 3
Average age of staff of the Secretariat by entity group

	30 June 2013		*31 December 2017*		*Change from 30 June 2013 to 31 December 2017*		
Entity group	*Number of staff*	*Average age of staff*	*Number of staff*	*Average age of staff*	*Number of staff*	*Average age of staff*	*Annual percentage change in average age of staff*
Non-field operations							
Departments/offices	16 267	44.2	17 005	45.2	738	1	0.5
Regional commissions	2 597	44.6	2 281	46	(316)	1.4	0.6
Tribunals	1 252	44.1	616	46.2	(636)	2.1	1.0
Subtotal, non-field operations	**20 116**	**44.3**	**19 902**	**45.3**	**(214)**	**1**	**0.5**
Field operations							
MINUSTAH, MONUSCO, UNAMA, UNAMID, UNMIL and UNOCI	13 996	42.2	7 700	45.4	(6 296)	3.2	1.5
Other missions	7 161	43.1	10 503	44.4	3 342	1.7	0.6
Subtotal, field operations	**21 157**	**42.5**	**18 203**	**44.8**	**(2 954)**	**2.3**	**1.1**
Total	**41 273**	**43.4**	**38 105**	**45.1**	**(3 168)**	**1.7**	**0.8**

Note: Demographic data from Umoja and the Integrated Management Information System or provided directly by United Nations entities. For a list of entities in entity groups, see the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/73/79).

Abbreviations: MINUSTAH, United Nations Stabilization Mission in Haiti; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNMIL, United Nations Mission in Liberia; UNOCI, United Nations Operation in Côte d'Ivoire.

Table 4

Forecast of retirements from 1 January 2018 to 31 December 2027 by job network for all staff of the Secretariat as at 31 December 2017

(Population: 35,109[a])

Job network	*Number of staff in job network*	*Average yearly number of staff retirements 2018–2027 (if all retire at 65)*	*Average yearly retirements as a percentage of staff in job network*
DEVNET	3 494	61.2	1.75
INFONET	3 794	81.1	2.14
ITECNET	2 284	31.8	1.39
LEGALNET	570	8.4	1.47
LOGNET	6 823	110.3	1.62
MAGNET	7 407	121.7	1.64
POLNET	3 899	55.3	1.42
SAFETYNET	4 412	48.8	1.11
SCINET	306	6.6	2.16
Other[b]	2 120	30.1	1.42
Total	**35 109**	**555.3**	**1.58**

Note: Forecast is based on the new mandatory age of separation of staff at 65 years.

Abbreviations: DEVNET, Economic, Social and Development Network; INFONET, Public Information and Conference Management Network; ITECNET, Information and Telecommunication Technology Network; LEGALNET, Legal Network; LOGNET, Logistics, Transportation and Supply Chain Network; MAGNET, Management and Administration Network; POLNET, Political, Peace and Humanitarian Network; SAFETYNET, Internal Security and Safety Network; SCINET, Science Network.

[a] Excluding Under-Secretaries-General, Assistant Secretaries-General and staff with temporary appointments.

[b] Secretariat staff administered by the United Nations Development Programme who currently have no recorded job code in Umoja.

(d) Use of the Field Service category

49. The Secretariat is moving forward with the implementation of the revised criteria for the use of the Field Service category, as recommended by ICSC in its report to the General Assembly (A/72/30 and A/72/30/Corr.1). Implementation includes a review of equivalencies and classification standards of the Field Service category in order to grade positions on the basis of the General Service and Professional job classification standards approved by ICSC. The Secretariat is developing guidelines on the use of the Field Service category in line with the revised criteria. These guidelines will form part of the summary guidance that will be issued for all staff categories.

2. Recruitment

50. Attracting and recruiting a top-standard workforce is a key priority of the Secretary-General. All departments and offices have been engaged in a collective effort to shorten the length of the recruitment process. With the provision of additional monitoring and training for hiring managers, a positive impact on recruitment timelines has been seen. The reduced posting period for Professional-level job openings at Headquarters, offices away from Headquarters and regional commissions has shortened recruitment timelines without any adverse impact on the ability of applicants to identify and apply for vacant positions.

(a) Recruitment timelines

51. In order to provide a comprehensive overview of the recruitment timelines for international staff recruited under ST/AI/2010/3, as amended, and to ensure greater consistency in the reporting of timelines, the reporting methodology has been adjusted. The analysis below includes recruitments at the FS-4 to FS-7 levels and the P-3 to D-1 levels and is reported in calendar days. Historical information has been provided using the same methodology in order to provide the relevant comparative data for prior years.

52. While the recruitment process in the Secretariat took an average of 170 calendar days in 2016, a reduction to 159 calendar days was seen in 2017. This time frame begins with the posting of a job opening and ends with the selection of a candidate, and includes roster selections, recruit-from-roster selections and non-roster selections.[1] Table 5 shows the average duration of the recruitment process in the years 2014 to 2017 by type of entity for the FS-4 to FS-7 and P-3 to D-1 levels.

Table 5
Average duration of the recruitment process (FS-4 to FS-7 and P-3 to D-1 levels, under ST/AI/2010/3, as amended)

(Calendar days)

		Selection year			
Entity	*Target*	*2014*	*2015*	*2016*	*2017*
Headquarters departments and offices, offices away from Headquarters and regional commissions	120	194	199	222	206
Field missions[a]	120	84	102	129	116
Overall average duration of the recruitment process	**120**	**137**	**145**	**170**	**159**

Source: HR Insight.

Note: The table includes job openings at the FS-4 to FS-7 and P-3 to D-1 levels subject to the staff selection system outlined in ST/AI/2010/3, as amended, excluding generic job openings used to create rosters for the field. It does not include temporary job openings advertised in accordance with ST/AI/2010/4/Rev.1 or job openings advertised under the staff selection and managed mobility system outlined in ST/AI/2016/1, as amended.

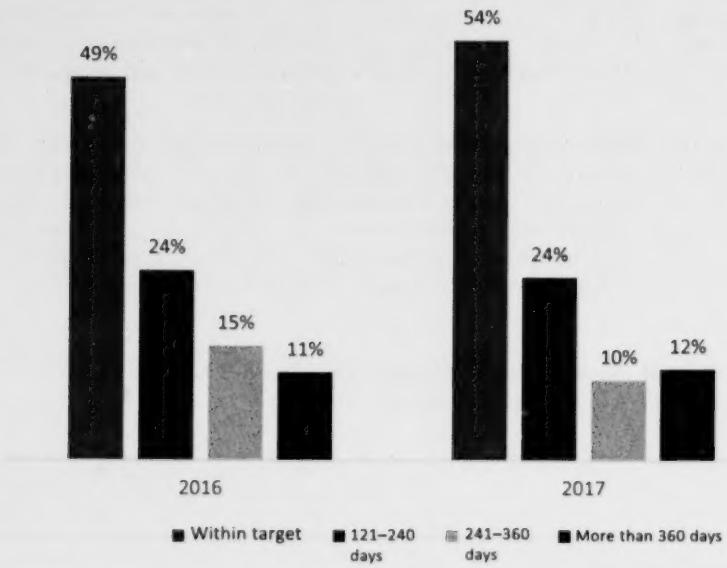
[a] This includes special political missions and peacekeeping missions.

53. While efforts continue to reduce the recruitment timelines, a significant proportion of recruitment processes are completed within the 120-day target. In 2016 and 2017, respectively, 49 per cent and 54 per cent of selections in the Field Service category and at the P-3 to D-1 levels met the 120-day target, as depicted in figure I below.

[1] "Roster selections" refer to job openings open to both roster and non-roster candidates for which roster candidates were selected without further referral to a central review body. "Recruit-from-roster selections" refer to selections made following a recruit-from-roster job opening that was open exclusively to roster candidates and advertised by entities with approval to use roster-based recruitment. "Non-roster selections" refer to all other selections.

Figure I

Ranges of recruitment timelines for job openings in 2016 and 2017 (January to December, FS-4 to FS-7 and P-3 to D-1 levels, under ST/AI/2010/3, as amended)



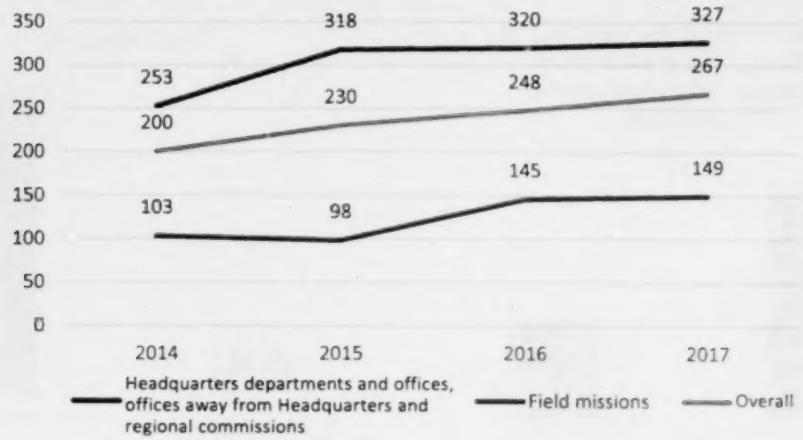
Source: HR Insight.

Note: The figure includes job openings at the FS-4 to FS-7 and P-3 to D-1 levels subject to the staff selection system outlined in ST/AI/2010/3, as amended, excluding generic job openings used to create rosters for the field. It does not include temporary job openings advertised in accordance with ST/AI/2010/4/Rev.1 or job openings advertised under the staff selection and managed mobility system outlined in ST/AI/2016/1, as amended.

54. The number of applications received for each job opening has increased steadily, from an average of 200 in 2014 to 267 in 2017 (see figure II for the P-3 to D-1 levels). This positive development also creates challenges for the recruitment timelines, as hiring managers are required to review more job applications.

Figure II

Average number of applications from 2014 to 2017 (January to December, P-3 to D-1 levels, under ST/AI/2010/3, as amended)



Source: Inspira.

Note: The figure includes job openings at the P-3 to D-1 levels subject to the staff selection system outlined in ST/AI/2010/3, as amended, excluding generic job openings used to create rosters for the field. It does not include temporary job openings advertised in accordance with ST/AI/2010/4/Rev.1 or job openings advertised under the staff selection and managed mobility system outlined in ST/AI/2016/1, as amended.

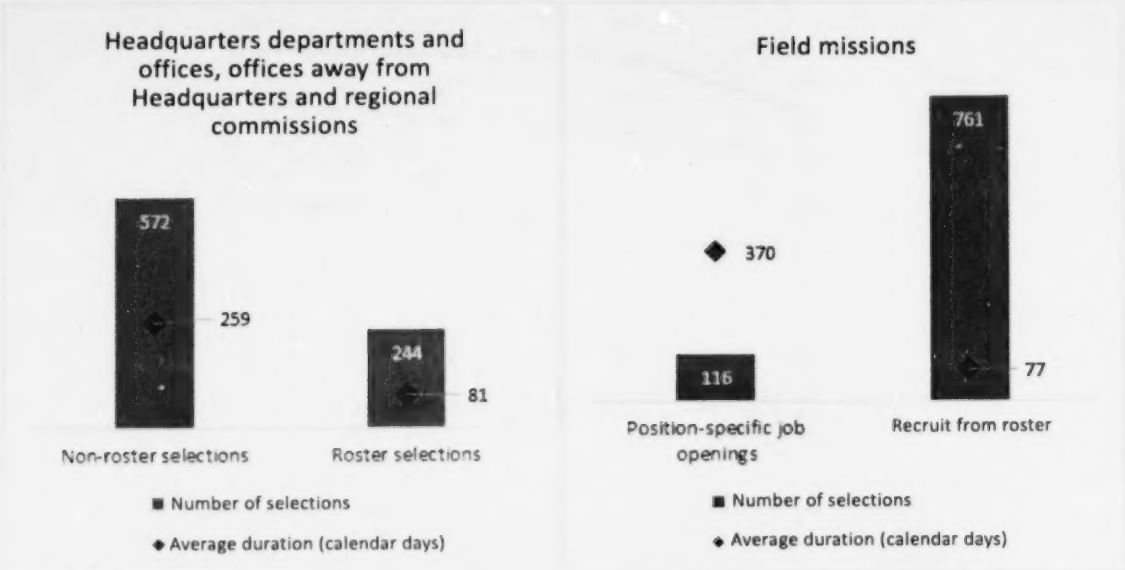
55. In Headquarters departments and offices, offices away from Headquarters and regional commissions, the recruitment process took an average of 222 calendar days in 2016 and 206 calendar days in 2017. A significant proportion of this time was spent by hiring managers in reviewing, evaluating and assessing job applicants.

56. In field missions, the recruitment process took an average of 129 calendar days in 2016 and 116 calendar days in 2017. The shorter recruitment timeline in field missions is due mainly to the use of the recruit-from-roster modality. There are also fewer applicants to positions at the P-3 to D-1 levels in the field, and the recruit-from-roster modality is used for many job openings (see figure II above).

57. As illustrated in figure III below, the recruitment timelines are significantly shorter when candidates are recruited from the rosters. Roster candidates (internal and external) have already been vetted through a competitive staff selection process and cleared by the central review bodies. They can therefore be recommended for selection without further evaluation.

Figure III

Recruitment timelines per entity and selection type for the year 2017 (January to December, FS-4 to FS-7 and P-3 to D-1 levels, under ST/AI/2010/3, as amended)



Source: HR Insight.

Note: The figure includes job openings at the FS-4 to FS-7 and P-3 to D-1 levels subject to the staff selection system outlined in ST/AI/2010/3, as amended, excluding generic job openings used to create rosters for the field. It does not include temporary job openings advertised in accordance with ST/AI/2010/4/Rev.1 or job openings advertised under the staff selection and managed mobility system outlined in ST/AI/2016/1, as amended.

58. Considering the increase in the number of applications in recent years, the Secretariat has taken several steps to expedite recruitment. In 2017, a series of enhancements were introduced in Inspira to streamline and simplify the evaluation process and the recording of results in the system. This made the recruitment process more efficient, while maintaining objectivity throughout the process.

59. To accelerate the achievement of the recruitment timeline target, in 2017, the Secretariat introduced a system for monitoring open job openings to identify and immediately address delays in the recruitment process. This entailed conducting an in-depth analysis of each open job opening, identifying the steps of the recruitment process where the job opening was delayed and providing guidance and support to the hiring department or office. These efforts were coupled with the training of hiring managers on the staff selection system and targeted meetings with client departments and offices to discuss strategies to help them to achieve their targets.

Impact of the 45-day posting period

60. Following the decision of the General Assembly in its resolution 71/263, since January 2017, the Secretariat has been posting, on a pilot basis, job openings in the Professional and higher categories at Headquarters, offices away from Headquarters and regional commissions for 45 days. In table 6, the recruitment timelines for job openings advertised for 45 days, in 2017, are compared with those advertised for 60 days, in 2016, for which non-roster selections were made.

Table 6
Comparison between 45-day and 60-day posting periods (non-roster selections)

	Selection year		
	2016 (60-day posting)	*2017 (45-day posting)*	*Difference*
Average duration of the recruitment process (calendar days)	200	166	(34)
Average number of applications	272	316	44
Average number of applications from developing Member States	165	197	32

Source: Inspira.

61. As reflected in table 6, the recruitment timelines for job openings posted for 45 days were reduced by 34 days, more than twice the 15-day reduction in the posting period, without any adverse impact on the number of applicants, including those from developing countries. On the contrary, there was an increase in the average number of overall applications and in the number of applications from developing countries for job openings for which non-roster selections were made.

62. Heads of entity have pledged to the Secretary-General to complete all steps in the recruitment process within the timeline targets set out in the senior managers' compacts.

63. Having established that the shorter posting period speeds up the recruitment process without affecting the number or diversity of applicants, the Secretary-General reiterates the request made to the General Assembly at its seventy-first session to reduce the standard posting period for position-specific job openings to 30 days (see A/71/323). The number of applications will continue to be monitored and an update will be provided to the General Assembly at its seventy-fifth session.

(b) Equal treatment of job applicants

64. The Secretariat has undertaken efforts to ensure the continued equal treatment of internal and external applicants. Specifically, all job openings subject to international recruitment are made publicly accessible on the Internet through the United Nations careers website and Inspira. The Secretariat considers all applicants according to the same pre-approved criteria and established procedures throughout the recruitment process, except for restrictions placed on staff members from the General Service and related categories applying to the Professional category. To establish a level playing field for all applicants, job postings and assessments are required to be non-United Nations centric to the extent possible.

65. To remove barriers faced by persons with disabilities when searching for and applying to job openings, the Secretariat implemented accessibility features both on the careers website and in Inspira in December 2017. These enhancements are a part of the commitment of the United Nations to providing equal employment opportunities to all applicants. Since their implementation, the accessibility features have been activated more 13,000 times on the careers website and more than 20,000 times in Inspira as at 30 June 2018.

66. To ensure fairness in considering educational qualifications from different education systems, the Secretariat determines the equivalency of qualifications with reference to their accreditation and recognition status in the respective Member States. To achieve this, the Secretariat uses the World Higher Education Database, compiled by the International Association of Universities, and the International

Standard Classification of Education standards, designed by the United Nations Educational, Scientific and Cultural Organization.

(c) Young professionals programme

Enhancement of the examination process

67. Since the launch of the young professionals programme, in 2011, significant progress has been made in modernizing, streamlining and professionalizing the examination process. Following the most recent update by the Secretary-General (see A/71/323), several enhancements have been made.

68. In 2017, the first written young professionals programme examination for the Political, Peace and Humanitarian Network was conducted through an online platform, accessible from any location. The benefits of digitalizing the examination include increased accessibility and a reduction in the logistics and costs associated with conducting in-person examinations at more than 50 centres.

69. The immediate benefits realized by delivering the examination online included:

(a) Higher participation rates: 90 per cent of convoked candidates participated in the examination delivered online, as opposed to the average participation rate of 73 per cent in the in-person written examinations of 2011 to 2016;

(b) Greater diversity of participants: nationals from 16 unrepresented and underrepresented Members States, who would not have had an examination centre in their country owing to the low number of applications, participated in the examination;

(c) Positive participant feedback: the online administration of the examination has been well received by applicants. Among the participants who responded to the post-examination survey, 96.5 per cent rated the quality of their internet connection as good (with no or minor delays in loading and no or minor breaks in connection) and 96 per cent found the sample test to be useful.

70. The Secretariat will continue to undertake further enhancements to the young professionals programme in several areas, including:

(a) The introduction of on-demand young professionals programme examinations for smaller job families;

(b) The enhancement of the young professionals programme application process through the introduction of voluntary self-assessment questionnaires;

(c) A review of the current format of the general paper to broaden its scope, from assessing drafting skills to allowing candidates to demonstrate their proficiency in the core values and fundamental competencies necessary for success in working in the Secretariat.

Placement of successful candidates in the young professionals programme

71. In 2016 and 2017, respectively, 60 and 69 successful candidates of the young professionals programme examination and its predecessor examinations were appointed to P-2 positions under the terms of appointment of the programme. Following the endorsement by the General Assembly, in its resolution 71/263, of the extension by three years of the period of time during which successful candidates may remain on the young professionals programme roster, two candidates from the rosters of the examinations held in 2014, originally scheduled to expire in 2017, were successfully appointed as staff members.

Managed reassignment programme

72. The managed reassignment programme for staff at the P-2 level recruited through the young professionals programme was enhanced through the introduction of a dedicated module in Inspira. The module has streamlined and simplified the expressions of interest and matching processes. It has also improved transparency by keeping all stakeholders informed throughout the matching exercise.

(d) Gender parity

73. The Secretary-General is leading a set of broad-ranging efforts to achieve gender parity within the Secretariat and across the United Nations common system. With a goal to reach gender parity across the United Nations common system by 2028, the Secretary-General launched the system-wide strategy on gender parity in September 2017. The strategy sets out clear targets and accountability measures for reaching them. It calls for new measures to target outreach and recruitment efforts and to strengthen the retention of women, in particular at senior levels. It challenges senior management to reach bold but realistic targets, while at the same time recognizing that different entities have different starting points and challenges. Within the Secretariat, a new website on gender parity and equality has been launched to support and monitor progress towards the gender parity targets and to provide staff and managers with a set of resources on forward-thinking gender policies.

74. Recognizing that gender parity is not just about numbers, the Secretariat is taking action to shift the institutional culture. Unconscious bias in the recruitment process is being addressed. Working with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the Secretariat is designing an unconscious bias training programme to help staff at all levels to understand the nature of bias and to take steps to mitigate it. At the policy level, existing and new policies have been reviewed to assess their potential impact on gender parity and are being revised to include measures that contribute to the retention of women and an inclusive workplace that fosters equality for women and men and promotes work-life balance. Gender-neutral language is being systematically used as a way to signal and support the cultural change.

75. Additional efforts have been taken to ensure that the recruitment process contributes to the Secretariat's gender goals. A special notice included in job openings highlights the commitment of the United Nations to gender parity and encourages women to apply. This notice is included in any job opening where greater representation of women is necessary to reach gender targets. Reminders on gender parity targets are sent to hiring managers before the evaluation of job applications, and information on gender parity is presented to departments and offices during periodic briefings and meetings. Inspira is now equipped to provide analytics to help hiring managers to keep track of gender ratios throughout the recruitment process.

76. To ensure a strong pool of women applicants for key positions, the Secretariat is engaging in a number of outreach activities. For key job openings, professional organizations for women are targeted to raise awareness of career opportunities and to attract a competent and diverse applicant pool. To achieve synergies in advancing gender parity across the organizations of the United Nations common system, the Secretariat is partnering with other organizations in the Human Resources Network to collaborate in sourcing senior female staff and sharing information on qualified female applicants.

77. These measures have already produced concrete results. Under the leadership of the Secretary-General, the United Nations achieved, for the first time, gender parity in the Senior Management Group earlier this year.

(e) Geographical balance

78. The United Nations relies on a geographically diverse workforce to fulfil its mandate. To continuously improve geographical distribution in positions in the Professional and higher categories, all job openings subject to the system of desirable ranges list unrepresented and underrepresented Member States to encourage applicants from those Member States to apply to that specific job opening. Hiring departments and offices are reminded of the need to attract, identify and select qualified candidates from unrepresented and underrepresented Member States.

79. Human resources focal points are kept up to date on the representation status of Member States so that hiring managers can give due consideration to job applicants from unrepresented and underrepresented Member States. Reminders are sent to managers throughout the recruitment process, and Inspira has been equipped to flag the nationality of applicants to facilitate comparison against the list of Member States appearing in the special notice on geographical balance. The representation status of the nationality of each recommended candidate is updated for the head of department or office to take in to account when making the selection decision.

80. The Secretary-General presented a number of proposals for retaining and widening the base figure of professional posts subject to the system of desirable ranges (see A/73/372/Add.3). The proposals were intended to contribute towards establishing a more effective tool for ensuring equitable geographical distribution within the Secretariat in relation to all posts financed through the regular budget.

81. The Secretary-General is deeply committed to ensuring greater regional diversity throughout the Secretariat, as well as increasing the representation of troop- and police-contributing countries, as required by legislative bodies. The senior managers' compacts, for the first time, included an indicator on regional diversity measuring progress from one year to the next, with a view to achieving greater regional diversity. The regional groups are the African Group, the Asia-Pacific Group, the Latin America and Caribbean Group, the Eastern European Group and the Group of Western European and other States.[2] The regional diversity of staff across the Secretariat and within each entity was analysed and mapped for the first time (see A/73/372, annex 3). This data will serve as a benchmark to monitor progress in future. Senior managers will be expected to report annually on the efforts that they have taken to achieve greater regional diversity.

(f) Career opportunities for staff members in the General Service and related categories

82. At the seventy-first session, the Secretary-General submitted proposals that aimed to further the principle of the equal treatment of all applicants by enabling better career progression and growth of staff in the General Service and related categories to the Professional category (see A/71/323, paras. 53–58). Staff members in the General Service and related categories and in the Field Service category, up to the FS-5 level, are currently not eligible to apply to positions in the Professional category unless they have passed the young professionals programme examination as "G to P" or "G to N" candidates or they resign, and even then, only 10 per cent of young professionals programmes placements each year can be "G to P" candidates. This has provided staff members in the General Service and related categories and in the Field Service category, up to the FS-5 level, with only limited opportunities for advancement.

[2] See www.un.org/depts/DGACM/RegionalGroups.shtml.

83. In response to the Secretary-General's set of proposals, the General Assembly requested further analysis of the potential impact on human resources objectives resulting from the proposed elimination of the examination requirement for staff in the General Service and related categories (see A/71/557, para. 44, and General Assembly resolution 71/263, para. 3). To respond to the request of the General Assembly, the Staff-Management Committee referred the issue to its working group on the career development of the General Service and related categories. The focus was to understand how the proposals might impact the human resources objectives of: (a) securing the highest standards of efficiency, competence and integrity; (b) achieving equitable geographical distribution; and (c) achieving gender parity.

Securing the highest standards of efficiency, competence and integrity

84. A review of the academic experience and language qualifications of the General Service and related categories was conducted to determine the potential impact of allowing applications to Professional-level positions. It was found that these staff members hold a wealth of institutional knowledge and a sound understanding of the Organization's culture, processes and tools.

85. While positions in the General Service and related categories, as well as the Field Service category, require a high school diploma or equivalent, an analysis of the educational level of more than 7,000 selected applicants to job openings in Inspira at the GS-5 to GS-7 and FS-3 to FS-5 levels since 2011 revealed that the majority (67 per cent) have a recognized first level degree (e.g., bachelor's or equivalent) and about one third (30 per cent) have an advanced degree (e.g., master's or equivalent or above). Considering the academic qualifications of many staff in the General Service and related categories and in the Field Service category, up to the FS-5 level, it is evident that they represent an untapped pool of qualified talent that is well-positioned to contribute to an efficient, competent and high-performing workforce.

86. A similar analysis of the language qualifications among staff at the GS-5 to GS-7 and FS-3 to FS-5 levels was also undertaken. The General Assembly has emphasized the importance of the equality of the six official languages of the United Nations (see resolution 71/328, para. 2). The analysis demonstrated that 36 per cent of selected candidates indicated that they were fluent in two or more of the official languages of the Organization.

Potential impact on geographical and gender balance of lifting the restriction on the General Service and related categories

87. The data showed that about 25 per cent of current staff at the GS-5 to GS-7 levels have nationalities from Member States that were unrepresented or underrepresented as at January 2018. Enabling staff in these categories to apply and compete for positions at the Professional level increases the potential to improve geographical balance.

88. As at 31 January 2018, 50 per cent of staff at the GS-5 to GS-7 levels were women. In the Professional and higher categories, the gender ratio was less balanced, with 45 per cent female staff at the P-2 to P-4 levels and 35 per cent at the senior levels of P-5 to D-2. In the field, the proportion of women was 33 per cent at the P-2 to P-4 levels and 26 per cent at the P-5 to D-2 levels. Allowing qualified female staff from the General Service and related categories to apply to the Professional level would add to the talent pool of women and have a positive impact on the organizational objective of achieving gender parity.

Principle of equal treatment

89. The Secretary-General strongly believes that the principle of equal treatment must be upheld by removing the restriction placed on staff members in the General Service and related categories and at the FS-1 to FS-5 levels of the Field Service category to apply to posts in the Professional category. In addition to aligning the Secretariat with other organizations of the United Nations common system, this move will have a positive impact on the engagement of staff by ensuring that they are not barred from recruitment owing simply to their status as serving staff members in the General Service and related categories or the Field Service category. The Secretariat has ensured that the staff selection system includes a careful review of all applicants and that selected candidates meet all established selection criteria, including academic, language and experience requirements, with due consideration to gender and geographical balance.

90. On the basis of the evidence presented regarding this pool of well-qualified and experienced staff members and the potential to have a positive impact on staff engagement, gender balance and geographical representation, the Secretary-General would welcome the endorsement by the General Assembly of the proposal to allow all staff serving in the General Service and related categories and at the FS-1 to FS-5 levels in the Field Service category to apply for positions in the Professional category up to the P-3 level that are not earmarked for the young professionals programme. As such, the Secretary-General further requests the General Assembly to endorse the removal of the "G to P" element from the young professionals programme, which will continue to be used to recruit young professional candidates from unrepresented and underrepresented Member States.

(g) Outreach

91. In addition to outreach for female applicants as part of the Secretary-General's gender parity initiatives, the Secretariat actively engages in outreach activities to target key applicant groups, including applicants from unrepresented and underrepresented Member States and troop- and police-contributing countries and young people. Outreach briefings are given to Permanent Missions in New York as well as various groups worldwide. Outreach missions to target potential applicants from underrepresented and unrepresented Member States have been taken to Angola, Brazil, Canada, China, the Democratic People's Republic of Korea, Israel, Japan, Monaco, Norway, Oman, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

92. The young professionals programme has had a positive impact on efforts to reach underrepresented and unrepresented Member States. Participation in the programme has increased, as have roster selections of young professional nationals from participating countries. Several Member States changed their geographic representation status from "underrepresented" to "within range" from mid-2015 to the end of 2017, including Czechia, Kyrgyzstan, Latvia, Montenegro, Poland, Slovakia, Somalia and Turkey.

93. In support of the Secretary-General's initiative of ensuring diversity and inclusion in the workplace, the Secretariat undertook outreach activities to national and international organizations to attract individuals with disabilities. The Secretariat has partnered with the United Nations Development Programme and the United Nations Volunteers and participated in several networking and outreach activities for exchanging best practices for the employment of persons with disabilities.

Engagement of young people

94. The engagement of young people in the Organization's activities is another high priority of the Secretary-General. As part of its efforts to enhance geographic representation, the Secretariat provided support to the young professionals programme and the Secretariat's internship programme by reaching out to cohorts of young professionals worldwide. Efforts included the targeting of potential applicants at universities through the dissemination of vacancies on online university job boards. The Secretariat has established ongoing cooperation with universities and efforts are now under way to tap into university alumni associations.

95. The Secretariat continues to increase its use of social media as an outreach tool. It has increased its presence on social media, using the three most popular global sites, Facebook, with more than 900,000 users, Twitter, with more than 60,000 users, and LinkedIn, which has close to 1 million users, to promote Secretariat career opportunities. Social media has proved to be cost effective for targeting mid- and senior-level professionals. The Secretariat is exploring further options for using targeted and more efficient online recruitment platforms in its outreach efforts.

96. To evaluate the impact of outreach, a mandatory questionnaire has been added in Inspira to capture data from job applicants. Applicants are asked how they found out about the position to which they are applying. The results show the steady growth of applicants who have applied for a position as a result of the Secretariat's outreach activities. The most recent data show that 25 per cent of applicants applied for a Secretariat job because of an outreach activity.

3. Staff engagement

97. For the first time, an Organization-wide staff engagement survey was conducted by the Secretariat. The survey captured staff perceptions on a range of issues relating to staff engagement, with the aim of identifying areas of strength and opportunities for improvement within the Secretariat and facilitating action planning across the Secretariat to ensure continuous improvement in key areas.

98. The results revealed that Secretariat staff are engaged (72 per cent positive responses) and aligned with organizational goals (70 per cent positive responses). The survey also identified opportunities for improvement that will help to ensure a positive working environment.

99. The survey focused on three areas that are critical to the execution of mandates by the Organization:

(a) Staff engagement, whereby the pride, energy and optimism that staff express in relation to their work at the Secretariat was measured;

(b) Strategic alignment, whereby the understanding of staff members of the link between the actions of individuals and teams and the goals of the Organization was measured;

(c) Organizational agility, whereby the extent to which staff, teams and the Secretariat are equipped and flexible enough to adapt and respond to changes in their environment was assessed.

100. The following two themes of importance to the United Nations were added to the survey: "continuous improvement" and "gender and diversity". The survey was open to all civilian staff from 4 to 18 December 2017.

(a) Key findings

101. The overall response rate was 39 per cent (more than 14,000 staff), which provided a high level of confidence that the results are reflective of the overall staff population.

102. An analysis of the results showed that the Secretariat has a highly engaged and aligned workforce, as the measures of engagement and alignment significantly exceed the results of similar surveys in the public sector. Staff members are proud to work at the United Nations and are energized by their work. Staff understand how their work contributes to the Organization's goals, report positive collaboration between co-workers and feel empowered to solicit help when needed. The core strengths of Secretariat staff include pride in one's work (approaching 90 per cent positive responses), support for diversity, co-worker collaboration and the importance of acting ethically and with integrity (all above 75 per cent positive responses).

103. The results also highlighted areas in which the Secretariat has scope for improvement. While staff know how to report unethical behaviour, more information and support is needed in relation to initiatives and policies on protection from retaliation. In terms of working environment, staff feel empowered to solicit help when needed. However, the results also indicate that the Secretariat needs to focus on continuous staff learning and development.

104. When disaggregated by demographics, the results suggest that there are some significant variations. For example, men express more favourable opinions than women, in particular in relation to questions on gender and diversity. This underlines the importance of the Secretary-General's strategy for achieving gender parity.

(b) Dissemination of results and next steps

105. Heads of departments and offices have been empowered to review and analyse the results for their entities, in close partnership with their staff. The Secretariat has provided a range of support services to heads of departments and offices, beginning with a dedicated briefing for senior managers. This was followed by a series of virtual training sessions, at which focal points from each entity were introduced to the survey results portal and informed of different ways to view and analyse the data. These sessions were followed by briefings for all offices on how to use the survey results to facilitate increased dialogue with staff and how to translate them into action plans.

106. All departments and offices are required to develop an action plan in collaboration with staff. The implementation of the action plans will continue throughout 2018 and 2019, with ongoing support and monitoring by the Department of Management. The action plans will conclude at the end of 2019, when the staff engagement survey will be repeated, allowing departments and offices to see where they have made progress and where they need to focus for 2020 and beyond.

C. Performance management

107. The Secretary-General's vision for management reform includes a robust and transparent system to plan and assess staff performance, as well as mechanisms to reward high-performing staff and support underperformers. A two-phased approach to a new performance management system was outlined to the General Assembly in the report of the Secretary-General on the overview of human resources management reform (A/71/323). First, the credibility and reliability of performance evaluations will be strengthened. Second, staff performance will become a criterion for career progression in the Organization. Progress made in the first phase of this approach, the

implementation of which commenced in 2017 and which will conclude in 2019, was focused on three key elements:

(a) Improving the performance management skills of managers;

(b) Providing increased human resources expertise and support;

(c) Increasing the objectivity, transparency and consistency of the performance management system.

108. In developing the approach, the Secretariat has incorporated the views and decisions of the General Assembly on performance management in its resolutions 65/247, 68/252, 68/265 and 71/263, in which the importance of addressing gaps in the current performance management system was emphasized. The approach incorporates the Secretary-General's initiative to strengthen overall organizational accountability, as described in his reports (A/72/492/Add.1 and A/72/773) and approved by the General Assembly in its resolution 72/266 B. Lessons learned from the internal justice system, observations of the Ombudsperson, findings from internal reviews and perspectives of managers and staff were also taken into account.

1. Improving the ability of managers to manage performance

109. Improving the ability of managers to manage the performance of others is at the heart of the Secretary-General's reform efforts. To improve the understanding of the challenges and strengths of the current system, and to better inform plans to improve it, a gap analysis was conducted in 2017. The research involved 188 managers across six duty stations and six field missions, as well as stakeholders from various human resources and legal offices and the Office of the Ombudsperson.

110. The data collected was consistent with previous internal research studies conducted by the Secretariat. Participants reported that key areas for improvement in performance management included the following:

(a) Strengthening the evaluation framework through the consistent application of ratings;

(b) Ensuring alignment between individual and larger team and departmental workplans;

(c) Enhancing the ePerformance system;

(d) Strengthening managerial accountability;

(e) Keeping staff and managers informed of the performance management resources available to them.

111. While challenges have been identified with the implementation of the performance management system, managers reported that the current framework provides sufficient structures and processes, assists them with workplanning, encourages staff engagement and enables them to recognize staff who perform well. They noted that the system has improved in recent years. Increased training and outreach by the Secretariat, for example, were frequently linked to improved awareness of staff of their responsibilities and to higher rates of compliance with the ePerformance system. As such, the focus on training managers will continue in the near and long term. For the reporting period, 1,790 managers participated in the Performance Management and Development learning programme, a mandatory course for all staff who supervise others. An online version of the learning programme has been designed to support more managers across the Secretariat.

112. In 2017, the Secretariat initiated the development of an "agile performance management" approach, which included promoting ongoing feedback, collaboration

and greater accountability for results. With the help of external consultants, the Secretariat conducted an institutional readiness assessment at the beginning of 2018. Implementation options from the policy, technical, behavioural and cultural perspectives, as well as the resource, time and change management requirements to support implementation, were identified as part of the assessment. This approach will be applied in three pilot departments, and lessons learned will be captured and reviewed before the approach is mainstreamed across the Secretariat.

113. Changes aimed at enhancing managerial accountability for performance were introduced to the ePerformance documents for the 2017/18 and 2018/19 cycles. The "managing performance" competency, for instance, populates automatically for all first reporting officers to ensure that managers are assessed on this competency by their supervisors. This measure is designed to ensure that managers track more closely the progress of their supervisees towards compliance with ePerformance deadlines. Information on supervisees will be visible to a manager's first reporting officer, increasing the level of accountability for managers for the performance management process and strengthening the reliability and credibility of performance evaluations.

2. Providing increased human resources expertise and support

114. Local human resources teams play a crucial role in supporting managers and staff in performance management. They provide guidance and advice on policy, processes and deadlines and feedback on difficult scenarios and conflicts between managers and staff. In the gap analysis conducted in 2017, the gaps in knowledge and confidence levels among human resources practitioners were analysed through a survey. Of the 106 practitioners who were invited to participate, 71 responded. Results showed that human resources practitioners are knowledgeable and confident in many areas of performance management, but that they need enhanced written and learning support in some areas, such as managing underperformance.

115. The Secretariat has increased support to human resources practitioners by developing and implementing new rebuttal guidelines, conducting performance management training for human resources professionals (252 human resources practitioners participated) and developing facilitator toolkits on the following areas:

(a) Addressing underperformance;

(b) The mandatory Performance Management and Development programme for managers and supervisors;

(c) Strengthening midpoint reviews.

More guidance materials for all stakeholders, including human resources practitioners, were made available in the redesigned performance management pages on the human resources portal. The online version of the Performance Management and Development programme, which will be launched in 2018, will support human resources efforts to ensure that all managers are trained in performance management. A case management guide to support human resources practitioners on complex performance situations is under development and will be available in 2019.

3. Increasing the consistency and transparency of the performance management system

116. In its resolution 71/263, the General Assembly requested the Secretary-General to analyse and report on patterns and trends in completion rates. In 2017, the Secretary-General published a report on compliance rates for the 2016/17 ePerformance cycle on iSeek to increase knowledge and transparency around the performance management process. In the report, the end-of-cycle compliance rates

for the three previous ePerformance cycles were reviewed (85 per cent for the 2014/15 cycle, 87 per cent for the 2015/16 cycle and 90 per cent for the 2016/17 cycle).

117. As part of improvements to the performance management system, compliance with the performance management process was included as a target in the senior managers' compacts. These compacts reflect the priorities of heads of entity and are translated into workplans for each department, office and mission structure. Improvements in completion rates at the end of the cycle have been noted over the years. While these improvements were a positive development, the improved monitoring capabilities created through the performance management dashboard in HR Insight indicate that continued monitoring is required to ensure the completion of all steps within the appropriate time.

D. Learning and career development

118. A forward-looking Secretariat needs to ensure that its workforce has the knowledge, skills and capacities to deliver high-quality results in challenging operating environments. In 2014, the Secretariat began to develop a learning and career support strategy that links learning and training to ongoing career development for staff. A Secretariat-wide learning needs assessment was used to align the strategy with cross-cutting learning priorities. Data was gathered from more than 200 sources across the Organization, bringing together staff perceptions on learning needs with the priorities and gaps at the organizational level.

1. Secretariat-wide learning programmes

119. To ensure a cohesive approach to standards of conduct across the Organization, Secretariat staff members are required to complete the following core set of mandatory learning programmes:

(a) Basic Security in the Field;

(b) Prevention of Sexual Harassment and Abuse by United Nations Personnel — Working Harmoniously;

(c) HIV/AIDS in the Workplace;

(d) Ethics and Integrity at the United Nations;

(e) Information Security Awareness;

(f) Preventing Fraud and Corruption at the United Nations;

(g) United Nations Human Rights Responsibilities;

(h) An Introduction to Gender Equality;

(i) Prevention of Sexual Exploitation and Abuse.

120. In addition, more than 41,000 learning programmes have been made available to staff, including an updated competency-based interviewing programme with content on unconscious bias, management and leadership development programmes, and language and communications programmes. These programmes reach staff serving in duty stations across the Secretariat.

121. The Secretary-General has identified four priority areas to further strengthen overall support to human resources practitioners in areas relating to talent management: a new leadership model; the further expansion of online learning; learning for organizational change, including mobility, career development and the implementation of Umoja; and a staff engagement survey.

2. New leadership model

122. The Secretariat's leadership and management model has been strengthened with a set of new leadership and management competencies, in line with the United Nations system leadership framework, endorsed by the United Nations System Chief Executives Board for Coordination. The competencies are being used in the Secretariat's revised performance management framework to clearly state performance expectations and hold managers accountable to them, while at the same time linking them directly to learning to further support managers in building the required skills. The new competencies are intended to drive and improve the selection, development and evaluation of the Organization's managers and leaders by aligning the leadership culture with organizational needs.

123. In support of this model, a leadership and management learning hub is being developed in partnership with the United Nations System Staff College. The digital resources and experiences available on the hub are designed to help managers to overcome challenges and to accomplish everyday tasks and responsibilities. The hub is to be further supported by a mentorship approach, whereby managers and leaders can access mentors to help them in transitioning to new leadership roles in the Organization.

3. Further expansion of online learning

124. To facilitate accessibility for all staff and better address evolving learning needs in a flexible and cost-efficient manner, many programmes continued to be offered through online learning platforms. The learning management system in Inspira continued to serve as a central registration and data hub for learning across the Secretariat. In addition, the Secretariat has standardized new learning technology to allow for social and collaborative learning. This learning system will be used to further expand the Secretariat's eLearning offerings.

125. The Lynda.com online learning library was launched in 2017 to provide a high-quality, extensive learning resource for staff. It currently has 11,000 users and features microlearning videos (that last less than 5 minutes) and video courses. It has further increased the access of staff in all duty stations to learning, with a large percentage of learners located in the field.

4. Learning for organizational change

126. Targeted support is being put in place for staff in taking up new roles and responsibilities. In addition to providing induction training and mentoring for young professionals programme staff, the Secretariat is exploring how to expand the reach of the mentoring programme, through an online platform, to staff transitioning into managerial functions. The Secretariat also revamped the online global induction platform, providing new and transferring staff members with learning programmes specific to their job function and duty station. The career counselling programme was also revamped to provide staff with global access to confidential career coaches through Internet-based technology.

127. In support of the Secretariat's efforts to ensure diversity and inclusion in the workplace, the Secretariat, in collaboration with the United Nations Development Programme, began to develop an online course on the inclusion of persons with disabilities, as well as learning and reference materials for staff and managers on working with persons with disabilities.

128. A language harmonization project has been launched to align language learning across the Organization and to determine the required working level for each of the six official languages. The main content of the United Nations language framework

was completed and includes a definition for each of the four levels of language competence, which will support the development of guidelines on setting language requirements in job openings, a consistent policy framework on multilingualism and an inventory of staff language skills, in accordance with General Assembly resolution 71/328.

129. The Secretariat continued to provide Umoja training and developed and updated Umoja learning resources in the area of human resources. Job aids were created and revised in support of the new compensation package for the international Professional category, the roll-out of the Umoja annual declaration form and process, enhanced end-of-cycle time monitoring and the implementation of revised education grant processing in Umoja. Online training courses were produced and published for the Umoja human resources display role and the service entry sheet for certifying officers, replacing classroom instruction.

E. Staff health and well-being

1. Priorities for staff health and well-being

130. The Secretariat is implementing systemic, comprehensive and evidence-based measures to improve the health, safety and access to care of all United Nations personnel, wherever they may serve. The priorities for intervention in this biennium were targeted health promotion, occupational safety and health, a reduction in absences due to sick leave, systematic health risk assessment and health support planning, improvements in the management of the safety and quality of health care, and the development and delivery of training programmes for civilian and uniformed personnel.

2. Health promotion and chronic disease prevention

131. In September 2017, as part of efforts to prevent chronic disease and promote health, the Secretariat organized a successful $190,000 global health challenge for 3,143 United Nations staff from 43 duty stations globally. The Secretariat was ranked second out of 238 private and non-profit worldwide organizations, on the basis of the levels of participation, achievement and engagement. Participants reported that the challenge led to significant improvements to their health, including weight loss, no longer needing medication for chronic diseases, improved sleep and reduced stress.

132. In February 2018, the Secretariat published the "Vaccination and malaria prophylaxis recommendations for United Nations personnel on official travel and United Nations health-care workers", in which clear guidelines were provided on the travel vaccinations and prophylaxis required and recommended for certain destinations.

133. Multiple tools and templates were developed and published in advance of potential public health emergencies, including risk mitigation plans (in English and French) for the Zika virus (April 2017), cholera (June 2017), Lassa fever (February 2018), malaria (draft) and plague in Madagascar (November 2017). Specific health-related web pages were created on the human resources portal, including a number of disease-specific pages and a travel health information page.

3. Health-care safety and quality

134. The Secretariat has made headway in improving staff health care and safety. The job descriptions of chief medical officers have been revamped, and recruitment efforts are under way to fill these positions in field missions. The credentialing of troop-contributing countries health-care personnel is in progress, under the direction of the

Secretariat. Standards of professional practice have been supported by the delivery of professional development events through webinars and educational meetings for health-care staff.

135. United Nations international standards for health-care quality and patient safety have been developed to enhance staff health-care standards. A manual, an assessment guide and an implementation guide are available. Enhancements to the EarthMed system were undertaken to facilitate responses to clinical queries in support of overall clinical care. Monitoring at the patient level allows for feedback on and improvements to laboratory testing, antibiotic utilization, chronic disease surveillance and vaccination maintenance.

4. Occupational safety and health

136. The Secretariat focused on the implementation of the three key elements of the framework for occupational safety and health of the High-level Committee on Management: (a) raising awareness; (b) incident reporting; and (c) policy formulation.

137. Occupational safety and health teams were externally accredited through the training of 115 staff members, including medical personnel, from different duty stations on occupational safety and health principles to raise the awareness and the profile of occupational safety and health matters in the workplace.

138. With respect to incident reporting, EarthMed allows medical records to be entered into the system and indicates whether any new illness or injury diagnosis is work-related. This is a first step towards a comprehensive occupational safety and health reporting system. A full-scale safety module in EarthMed that will allow for improved collection of incidents and detailed analysis of this data will be included in 2018.

139. In support of his commitment to providing a safe and healthy workplace in line with the duty of care of the Organization, the Secretary-General promulgated his bulletin on the introduction of an occupational safety and health management system (ST/SGB/2018/5).

140. A risk-based and expedited medical clearance approach has been introduced for pre-employment and reassignment clearances that allows for resources to be concentrated on the staff members at risk. This new approach contributes to an expedited onboarding process. From September 2017 to August 2018, some 4,000 requests for medical clearance were received by the Secretariat. Some 2,900 cases (62 per cent) were cleared using the expedited process that eliminates the need for a doctor visit, x-rays or blood tests, yielding an estimated saving of approximately $800,000.

141. In 2017, a new automated travel medical clearance system was developed and implemented as a pilot for staff based at Headquarters in New York. This system ensures that every Umoja travel request goes through a travel clearance process.

142. These efforts were supported by guidelines and policies adopted by the task force on duty of care of the High-level Committee on Management. New health risk assessment methodology for duty stations was developed in collaboration with the medical services of other United Nations system organizations and adopted by the Committee. The new methodology allows for a standardized assessment of physical and psychosocial health risks and of the availability and accessibility of health-care services at United Nations duty stations and suggests risk mitigation measures. It represents a significant positive collaboration between the medical directors of the United Nations system and the staff and stress counsellors. The methodology was coupled with a new method for the assessment of referral hospitals for field duty

stations that is based on internationally recognized standards and is consistently applied by the Secretariat. The Secretariat also implemented new policies on vaccinations and air pollution.

5. Staff mental health and well-being

(a) Mental health strategy

143. The Secretary-General has recognized that staff mental health needs to be supported in the workplace, in particular in challenging field environments. Mental health conditions have been identified as a main contributing factor for lost days due to sick leave or permanent disability. A comprehensive mental health survey was undertaken, and more than 17,000 responses were received from across 11 United Nations entities. The results of the survey show the need to address the mental health concerns of staff, in particular the fact that very few staff reporting mental health conditions receive the support they require. Following the analysis of the data from the mental health survey, the mental health and well-being strategy of the United Nations system was endorsed by the High-level Committee on Management in 2017.

144. In 2018, the mental health strategy for the United Nations system was launched, with the aim of creating a workplace that enhances mental and physical well-being and supports staff members living with mental health conditions.

(b) Staff counselling

145. Staff counselling is being implemented in innovative ways to deliver services and reach more United Nations personnel at Headquarters and globally. Initiatives include online training on resilience building, sleep hygiene and stress management. Train-the-trainer workshops have been organized for staff and stress counsellors across the United Nations common system working in offices away from Headquarters, regional commissions and field operations. More than 400 staff members were trained in the first six months in several field locations.

(c) Managing sick leave

146. The early management of cases of long-term sick leave is intended to enable staff members with the potential for full rehabilitation to return to the workplace at the earliest possible stage of their illness. Case management tools have been developed, and medical personnel in the Secretariat and agencies, funds and programmes have been trained to identify staff members who are able to return to work

147. A service improvement group has developed a standardized tool for the administrative management of sick leave that applies to staff members in Umoja as well as to staff members of the agencies, funds and programmes.

148. The Secretariat has engaged with departments and offices on the better alignment of sick leave certification and medical clearance procedures. Current efforts are focused on the development of technical modules in EarthMed to provide a standardized tool for processing cases, while maintaining data confidentiality and increasing the reliability and quality of reporting data. This will lead to further targeted interventions.

149. Among the most relevant key performance indicators for the Secretariat is the reduction of sick leave. For the 2014–2015 biennium, the average number of days of sick leave per year per staff member was 7.5 days. For 2016–2017, this average may be reduced to 6.6 days according to data from Umoja.

III. Action to be taken by the General Assembly

150. The Secretary-General invites the General Assembly to take note of the present report and to approve the following:

(a) The extension of the principle of equal treatment of all applicants to positions in the Professional category at the P-1 and P-2 levels (not earmarked for the young professionals programme) and the P-3 level to staff members in the General Service and related categories and in the Field Service category, up to the FS-5 level;

(b) The removal of the "G to P" element from the young professionals programme so that the positions subject to the system of desirable ranges at the P-1 and P-2 levels will be filled exclusively by external candidates from unrepresented or underrepresented Member States;

(c) The reduction of the standard posting period for position-specific job openings from 45 days to 30 days for the Professional and higher categories;

(d) The increase in the maximum earnings limit for retirees in receipt of pension benefits to the equivalent of six months of salary at the midpoint of the salary scale (P-4, step VI);

(e) The approval of the abolition of the requirement that staff members renounce their permanent resident status in a country other than the country of their nationality before being appointed to the Organization.

IV. Summary of follow-up action taken to implement the requests of the General Assembly in its resolutions 65/247 and 71/263 and the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Reference in resolution	*Action taken to implement request*
Resolution 65/247	**Human resources management**
Section VI	**Contractual arrangements**
Paragraph 60	See section II.A.7 on progress made in the granting of continuing appointments
Resolution 71/263	**Human resources management**
Section I	**Human resources management reform**
Paragraph 5	See the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: ensuring a better future for all" (A/72/492); his report entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), as endorsed by the General Assembly in its resolution 72/266 B; and his report entitled "Global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations" A/73/372
Paragraph 6	See section II.B.1 above on strategic workforce planning
Paragraph 7	See section II.B.2 (b) above on the equal treatment of internal and external applicants

Reference in resolution	*Action taken to implement request*
Paragraph 8	See section II.B.2 (e) and (g) above on efforts to improve geographical balance
Paragraphs 12 and 13	See section II.B.2 (a) above on efforts to shorten the duration of recruitment processes
Paragraph 15	See section II.B.2 (c). At this time, OHRM is focusing on other enhancements to the exams for the young professionals programme, including offering the exams online to ensure as wide a pool of candidates as possible and reduce the costs associated with operating physical exam centres
Paragraph 17	See section II.B.2 (e) and (g) above on efforts to enhance geographical representation
Paragraphs 19 and 20	See section II.B.2 (d) above on efforts to improve gender parity
Paragraphs 21 and 22	See section II.C above on performance management
Paragraphs 23 and 24	See section II.D above on learning and career development
Section II	**Mobility**
Paragraphs 26–29 and 31	See the report of the Secretary-General on mobility (A/73/372/Add.2)
Section III	**Assessment of desirable ranges**
Paragraph 32	See the report of the Secretary-General on the assessment of the system of desirable ranges (A/73/372/Add.3)
Section IV	**Composition of the Secretariat**
Paragraphs 33–35	See the report of the Secretary-General entitled "Global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations" (A/73/372)
Section V	**Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour**
Paragraph 36	See section II.A.3 above on sexual exploitation, sexual abuse and harassment
Paragraph 37	The Secretary-General promulgated administrative instruction ST/AI/2017/1 on unsatisfactory conduct, investigations and the disciplinary process. The administrative instruction applies to all staff members and to staff members on secondment or loan with the Secretariat from a releasing organization that applies the United Nations common system of salaries and allowances, subject to the provisions of the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances
Section VI	**Amendments to the Staff Regulations and Rules**
Paragraph 40	See paragraph 14 of the report of the Secretary-General on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July to 31 December 2017 (A/73/71)
Paragraph 41	Staff rule 3.20 has been promulgated under the Staff Regulations and Rules (ST/SGB/2018/1) to implement the decision of the General Assembly

B. Advisory Committee on Administrative and Budgetary Questions

Reference in the report of the Advisory Committee	*Action taken to implement request recommendation*

Recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in document A/71/557

II. Overview of human resources management reform

Overall comments

Paragraph 12	See the report of the Secretary-General entitled "Global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations" (A/73/372)

Pilot projects

Paragraph 15	See the report of the Secretary-General entitled "Global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations" (A/73/372)

A. Contractual framework initiatives

Paragraph 22	See section II.D on appointment types in the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/73/79)

B. Talent management framework and initiatives

Staff selection and recruitment

Paragraph 29	See section II.B.2 (a) above for an update on efforts to improve recruitment timelines
Paragraph 33	The testing approach was reviewed as part of the comprehensive review of the implementation of the mobility framework. See A/73/372/Add.2
Paragraph 36	See section II.B.2 (a) above regarding the request for a further reduction of the standard posting period from 45 to 30 days for position-specific job openings in the Professional and higher categories
Paragraph 39	See section II.B.2 (c) above. The Office of Human Resources Management continues to focus on enhancing the exams for the young professionals programme, including offering the exams online to ensure as wide a pool of candidates as possible and reduce the costs associated with physical exam centres
Paragraph 44	See section II.B.2 (f) above on career opportunities for staff members in the General Service and related categories
Paragraphs 46 and 47	See section II.B.2 (e) above on efforts to improve geographical balance
Paragraph 49	See section II.B.2 (d) above on efforts to improve gender parity
Paragraph 54	See section II.A.5 above on the use of retired staff members

Performance management

Paragraph 60	See section II.C above on performance management

Learning and career development

Paragraph 61	See section II.D above on learning and career development

Reference in the report of the Advisory Committee	*Action taken to implement request recommendation*
D. Staff health and well-being	
Paragraph 75	See section II.E above on staff health and well-being
III. Mobility	
Paragraphs 83, 90 and 91	A comprehensive review of the implementation of the mobility framework has been conducted. See A/73/372/Add.2
External recruitment	
Paragraph 95	See the report of the Secretary-General on mobility (A/72/767)
IV. Assessment of desirable ranges	
Paragraphs 98 and 99	See the report of the Secretary-General on the assessment of the system of desirable ranges (A/73/372/Add.3)
V. Composition of the Secretariat	
Paragraph 108	See section II.B.1 (c) above on the analysis of staff demographic trends
Paragraph 116	The Secretariat will present a proposal to the Economic and Social Council on the use of Junior Professional Officers in the Secretariat and update the legislative basis for their deployment across the Secretariat
VI. Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour	
Paragraph 120	The Office of Internal Oversight Services receives a notice when an investigation is initiated under ST/AI/2017/1
Paragraph 123	See paragraph 14 of the report of the Secretary-General on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July to 31 December 2017 (A/73/71)
VII. Amendments to the Staff Regulations and Rules	
Paragraph 128	The relevant staff rule was approved by the General Assembly in its seventy-first session. The rule has remained unchanged since; see the report of the Secretary-General on amendments to the Staff Regulations and Rules (A/73/378)
Paragraph 130	See section II.A.6 above on the intentions of the Secretary-General

Annex I

Summary of progress made in developing a comprehensive workforce planning system

Type	*Activity*	*Progress made since the adoption of resolution 71/263*
Entity-based approaches	Department of Safety and Security	A workforce planning exercise was completed
	Office of Legal Affairs	A workforce planning exercise has been initiated
	Staff retirements	Member States were provided with forecast retirement reports for their nationals online through the HR Insight reporting tool
		Entities were provided with reporting tools to facilitate the forecasting and timely replacement of staff reaching the mandatory age of separation
	Field missions/ Global Field Support Strategy-related	Civilian staffing reviews have now been completed for all peacekeeping missions, the Regional Service Centre in Entebbe, Uganda, the Global Service Centre and the United Nations Office to the African Union, and the results have been reflected in the respective budget reports
Job network-based approaches	Young professionals programme	Forecasting of the staffing needs of the young professionals programme has continued in order to ensure a sufficient number of candidates on rosters for a three-year period to meet future needs
		Since the inception of the young professionals programme in 2011, 578 individuals have been rostered, of whom 316 (54.67 per cent) have been placed in positions earmarked for the programme, 108 (18.69 per cent) remain on the roster, 86 (14.88 per cent) have been removed from the roster for reasons such as voluntary withdrawal or declining an offer, and 68 (11.76 per cent) have reached the expiration date (as at 31 December 2017)
	Language rosters	Planning to fill language rosters, facilitate the placement of qualified candidates on rosters and oversee the selection of candidates for language positions continued in collaboration with the Department for General Assembly and Conference Management
	Field rosters	During the 2016/17 period, approximately 38,000 applications were received for 60 generic job openings, managed by 12 occupational group managers and assessed by 118 expert panels. A total of 1,860 candidates from those exercises were endorsed by the field central review bodies. For the 2017/18 period, the Field Personnel Division has 10 occupational group managers who manage 44 generic job openings, with a focus on establishing new rosters related to supply chain management, service delivery, risk management and information and communications technology, and on attracting bilingual candidates and women in accordance with the Secretary-General's goal of achieving gender parity in peace operations

Type	*Activity*	*Progress made since the adoption of resolution 71/263*
	Job code standardization	Standardized job codes in Umoja have been implemented for approximately 13,006 positions Standardized job codes for proposed budgeted positions have been incorporated into the budget instructions

Annex II

Analysis of staff demographics

Age

1. Further to the analysis of staff demographic trends provided in document A/73/372/Add.1, paragraphs 46 to 48 and tables 3 and 4, the Secretariat analysed staff age trends by age range, category, gender and job code.

Age ranges

2. Table 1 below shows the average age of Secretariat staff by range over the last six periods and further highlights that the upward movement of the average age (as described in document A/73/372/Add.1, para. 47) has been reflected in a reduction in the number of staff in the lower age ranges, especially 30–34 and 35–39.

Table 1
Number of staff in Secretariat by age range as at 30 June for 2013 to 2016 and as at 31 December for 2016 and 2017

							Change from 30 June 2013 to 31 December 2017	
Age range	*30 June 2013*	*30 June 2014*	*30 June 2015*	*30 June 2016*	*31 December 2016*	*31 December 2017*	*Staff count*	*Percentage of total*
18–24	134	109	107	88	66	61	(73)	(2.3)
25–29	1 733	1 429	1 286	1 095	1 040	953	(780)	(24.6)
30–34	5 675	5 171	4 583	4 154	3 982	3 601	(2 074)	(65.5)
35–39	8 046	8 031	7 748	7 275	7 006	6 452	(1 594)	(50.3)
40–44	7 824	8 018	8 120	8 084	8 055	7 660	(164)	(5.2)
45–49	6 644	6 889	7 035	7 074	7 070	7 054	410	12.9
50–54	5 627	5 891	6 091	6 117	6 196	6 023	396	12.5
55–59	4 224	4 367	4 425	4 480	4 441	4 581	357	11.3
60–64	1 128	1 271	1 389	1 398	1 428	1 394	266	8.4
65–69	134	139	178	219	201	184	50	1.6
70–74	72	78	82	93	102	95	23	0.7
75 and above	32	33	37	54	64	47	15	0.5
Total	**41 273**	**41 426**	**41 081**	**40 131**	**39 651**	**38 105**	**(3 168)**	**(100)**

Category

3. A further analysis of age by category and grade (see table 2) shows that the largest decrease in staff has been in the G-2 to G-4 grades, which comprise staff members who are younger than the overall average age.

Table 2

All staff of the Secretariat by category/grade and average age as at 30 June for 2013 to 2016 and as at 31 December for 2016 and 2017

	30 June 2013		*30 June 2014*		*30 June 2015*		*30 June 2016*		*31 December 2016*		*31 December 2017*		*Change from 2013 to 2017*	
Category/grade	*Number of staff*	*Average age*	*Number of staff*	*Average age*	*Number of staff*	*Average age*	*Number of staff*	*Average age*	*Number of staff*	*Average age*	*Number of staff*	*Average age*	*Number of staff*	*Average age*
Professional and higher														
USG	68	62.1	75	62.5	78	61.9	79	62.5	73	62.5	72	62.2	4	0.1
ASG	78	57.4	80	58.1	88	58.3	80	58.4	84	58.9	78	58.4	0	1.0
D-2	158	55.4	160	55.5	163	55.7	163	55.8	156	55.9	158	55.7	0	0.3
D-1	531	54.0	530	54.1	533	54.1	527	53.9	538	53.8	523	53.9	(8)	(0.1)
P-5	1 669	51.2	1 707	51.3	1 761	51.4	1 731	51.5	1 741	51.5	1 754	51.6	85	0.4
P-4	3 637	47.5	3 722	47.6	3 771	47.9	3 791	47.9	3 789	48	3 871	48.1	234	0.6
P-3	4 139	43.0	4 216	43.2	4 265	43.4	4 287	43.4	4 317	43.5	4 308	43.7	169	0.7
P-2	1 400	36.1	1 355	36.2	1 372	36.3	1 355	36.4	1 328	36.6	1 298	36.7	(102)	0.6
P-1	25	29.4	18	29	21	30	22	29.6	17	28.1	17	30.2	(8)	0.8
INT	389	55.6	393	54.3	334	57.2	540	54.2	562	55.2	436	55.1	47	(0.5)
R	12	63.1	12	66.3	13	66.9	44	70.8	35	72	28	71.1	16	8.0
T	114	58.4	152	54.6	191	55.8	218	51.9	209	53	176	52.9	62	(5.5)
Subtotal	**12 220**	**46.0**	**12420**	**46.2**	**12 590**	**46.5**	**12 837**	**46.6**	**12 849**	**46.7**	**12 719**	**46.7**	**499**	**0.7**
Field Service														
FS-7	34	55.2	31	55.3	27	55.2	26	55.7	27	55.3	24	55.3	(10)	0.1
FS-6	355	49.9	372	50.2	388	50.5	389	50.5	408	50.4	423	50.6	68	0.7
FS-5	1 352	47.6	1 469	47.6	1 619	47.5	1 614	47.7	1 587	48	1 602	48.6	250	1.0
FS-4	2 210	44.8	2 164	45.3	2 024	45.9	1 903	46.3	1 829	46.7	1 613	47.1	(597)	2.3
FS-3	149	46.7	113	47.3	82	47.9	49	49.2	43	49.2	33	50	(116)	3.3
FS-2	3	40.3	2	45.5	2	46.5	0	0	0	0	0	0	(3)	–
Subtotal	**4 103**	**46.3**	**4 151**	**46.7**	**4 142**	**47.1**	**3 981**	**47.4**	**3 894**	**47.7**	**3 695**	**48.2**	**(408)**	**1.9**
General Service and related														
NPO-D	24	46.3	25	47.9	29	48.1	31	49.1	33	49.4	32	50.3	8	4.0
NPO-C	252	46.9	262	46.8	286	47.1	293	47.3	309	46.8	321	46.4	69	(0.5)
NPO-B	861	42.3	926	43	1 010	42.7	1083	43.1	1 125	42.9	1 178	43.1	317	0.8
NPO-A	590	39.5	667	40	657	40.3	625	40.9	658	41.1	594	41	4	1.5

Category grade	30 June 2013		30 June 2014		30 June 2015		30 June 2016		31 December 2016		31 December 2017		Change from 2013 to 2017	
	Number of staff	Average age	Number of staff	Average age	Number of staff	Average age	Number of staff	Average age	Number of staff	Average age	Number of staff	Average age	Number of staff	Average age
G-7	825	47.7	839	47.9	855	48.2	849	48.3	854	48.3	887	48.6	62	0.9
G-6	3 058	45.4	3 106	45.6	3 134	45.9	3 088	46.1	3 114	46.1	3 213	46.2	155	0.8
G-5	4 847	42.5	4 936	42.7	5 082	42.8	4 957	43	4 902	43.2	5 008	43.3	161	0.8
G-4	6 550	39.8	6 467	40.5	6 249	40.9	6 076	41.5	5 875	41.7	5 435	42	(1 115)	2.2
G-3	4 897	40.7	4 729	41.3	4 451	41.8	4 094	42.4	3 810	42.6	3 022	43.2	(1 875)	2.5
G-2	2 432	39.2	2 371	40.1	2 083	41.3	1 735	42.7	1 748	42.9	1 527	43.6	(905)	4.4
G-1	90	36.3	59	37.7	60	37	45	36.6	40	37.8	33	27.6	(57)	(8.7)
TC	131	48.5	99	48.4	91	48.6	88	48.6	87	49.1	83	48.7	(48)	0.2
LT	34	47.5	32	47.4	34	46.7	33	47.1	34	46.9	33	46.4	(1)	(1.1)
PIA	23	33.6	23	33.4	22	34.9	25	34.2	27	33.9	29	33	6	(0.6)
SS	336	40.3	314	41.6	306	42.6	291	43.2	292	43.2	296	43.5	(40)	3.2
Subtotal	**24 950**	**41.6**	**24 855**	**42.1**	**24 349**	**42.6**	**23 313**	**43.1**	**22 908**	**43.3**	**21 691**	**43.6**	**(3 259)**	**2.0**
Total	**41 273**	**43.4**	**41 426**	**43.8**	**41 081**	**44.2**	**40 131**	**44.6**	**39 651**	**44.8**	**38 105**	**45.1**	**(3 168)**	**1.7**

Abbreviations: ASG, Assistant Secretary-General; D, Director; FS, Field Service; G, General Service; INT, interpreters; LT, language teachers; NPO, National Professional Officers; P, Professional; PIA, public information assistants; R, revisers; SS, security; T, translators; TC, Trades and Crafts category; USG, Under-Secretary-General.

Professional category and above: age upon entry on duty

4. The age of professional staff was reviewed (see table 3), and it was found that for many professional grades, the age of staff upon entry on duty appears to be higher than the potential minimum age based on the corresponding work experience and education requirements. In addition, the average age of professional staff is significantly higher than the potential minimum age. The analysis suggests that the Secretariat is recruiting talent with significantly more years of work experience compared with the minimum requirement. It is also consistent with the previous analysis by the Joint Inspection Unit,[3] in which it was noted that the average age upon entry on duty is relatively high due to the low number of junior posts and that employment in the United Nations system is often a second career after some experience in national government or the private sector.

Table 3
Professional staff of the Secretariat by grade, average age upon entry and average age as at 31 December 2017

Grade	*Number of staff as at 31 December 2017*[a]	*Minimum work experience requirement*	*Potential minimum age based on work experience and education requirements*	*Average age upon entry*	*Additional years of work experience (average age upon entry less potential age with minimum work experience)*	*Average age as at 31 December 2017*	*Additional years of work experience (average age less potential age with minimum work experience)*
D-2	158	over 15	40	45.0	5	55.7	15.7
D-1	523	15	39	42.2	3.2	53.9	14.9
P-5	1 754	10	34	39.9	5.9	51.6	17.6
P-4	3 871	7	31	39.1	8.1	48.1	17.1
P-3	4 308	5	29	37.8	8.8	43.7	14.7
P-2	1 298	0	22	32.4	10.4	36.7	14.7

Notes: Potential age with minimum work experience and education requirements is based on the assumption that the staff member attained an advanced degree at the age of 24, to which the minimum work experience requirement is added. At the P-2 level, the assumed age is 22 (given that only a first-level degree is required in the young professionals programme).

[a] Excludes interpreters, revisers and translators.

Gender

5. The average age of female staff in the Secretariat is slightly lower than that of male staff (see table 4 below), and the average ages of both female and male staff have increased slightly.

[3] See JIU/REP/2007/4.

Table 4
Average age of Secretariat staff by gender as at 30 June for 2013 to 2016 and as at 31 December for 2016 and 2017

	30 June 2013	30 June 2014	30 June 2015	30 June 2016	31 December 2016	31 December 2017	Change from 30 June 2013 to 31 December 2017: Average age	Change from 30 June 2013 to 31 December 2017: Annual percentage change in average age
Female	42.9	43.3	43.6	43.9	44.1	44.2	1.3	0.61
Male	43.6	44.1	44.5	45	45.2	45.6	2.0	0.92
Average age	43.4	43.8	44.2	44.6	44.8	45.1	1.7	0.78

Job code

6. Further to the forecast of retirements by job network, retirements were also forecast by job family and job code, which also showed no significant number of retirements.

Table 5
Forecast of retirements from 1 January 2018 to 31 December 2027 by job network and family for all staff of the Secretariat as at 31 December 2017

(Population: 35,109[a])

Job network/family	Number of staff in job network/family	Average yearly number of staff retirements 2018–2027 (if all retire at 65)	Average yearly retirements as a percentage of staff in job network/family
Economic, Social and Development Network			
Drug control and crime prevention	262	4.3	1.64
Economic affairs	656	14.8	2.26
Environmental affairs	74	1.3	1.76
Population affairs	36	0.8	2.22
Programme management	1 887	28.4	1.51
Public administration	27	0.6	2.22
Social affairs	266	5.3	1.99
Statistics	258	4.8	1.86
Sustainable development	28	0.9	3.21
Subtotal	**3 494**	**61.2**	**1.75**
Public Information and Conference Management Network			
Conference services	500	12.5	2.50
Documentation and information	196	4.3	2.19
Language	1 820	43.9	2.41
Protocol	56	1.4	2.50
Public information	1 222	19	1.55
Subtotal	**3 794**	**81.1**	**2.14**

Job network family	*Number of staff in job network family*	*Average yearly number of staff retirements 2018–2027 (if all retire at 65)*	*Average yearly retirements as a percentage of staff in job network family*
Information and Telecommunication Technology Network			
Information management systems	1 601	18.9	1.18
Media technology	85	1.4	1.65
Telecommunications technology	598	11.5	1.92
Subtotal	**2 284**	**31.8**	**1.39**
Legal Network			
Jurists	39	0.7	1.79
Legal affairs	531	7.7	1.45
Subtotal	**570**	**8.4**	**1.47**
Logistics, Transportation and Supply Chain Network			
Engineering	490	9.4	1.92
Facilities management	1 329	19.8	1.49
Human settlements	84	1.6	1.90
Logistics and supply chain	1 304	18.2	1.40
Property and asset management	481	8.1	1.68
Transportation	3 135	53.2	1.70
Subtotal	**6 823**	**110.3**	**1.62**
Management and Administration Network			
Administration	3 907	66.9	1.71
Audit	170	2.9	1.71
Ethics	7	0.3	4.29
Finance	1 377	18.6	1.35
Human resources	1 213	19.4	1.60
Inspection and evaluation	10	0.3	3.00
Investigation	116	2.6	2.24
Investment management	5	0.2	4.00
Management and analysis	74	0.9	1.22
Ombudsman	16	0.7	4.38
Procurement	512	8.9	1.74
Subtotal	**7 407**	**121.7**	**1.64**
Political, Peace and Humanitarian Network			
Civil affairs	288	4.7	1.63
Electoral affairs	54	1.4	2.59
Human rights affairs	924	10.1	1.09
Humanitarian affairs	511	6.7	1.31
Political affairs	1 525	22.1	1.45

Job network family	*Number of staff in job network family*	*Average yearly number of staff retirements 2018–2027 (if all retire at 65)*	*Average yearly retirements as a percentage of staff in job network family*
Rule of law	393	7	1.78
Security institutions	204	3.3	1.62
Subtotal	**3 899**	**55.3**	**1.42**
Internal Security and Safety Network			
Safety	223	1.1	0.49
Security	4 189	47.7	1.14
Subtotal	**4 412**	**48.8**	**1.11**
Science Network			
Medical	290	6.4	2.21
Natural and life sciences	16	0.2	1.25
Subtotal	**306**	**6.6**	**2.16**
Other[b]	2 120	30.1	1.42
Total	**35 109**	**555.3**	**1.58**

[a] Excludes Under-Secretaries-General, Assistant Secretaries-General and staff with temporary appointments.
[b] Secretariat staff administered by the United Nations Development Programme who currently have no recorded job code in Umoja.

Table 6
Forecast of retirements from 1 January 2018 to 31 December 2027 by job code for all staff of the Secretariat as at 31 December 2017[a]

(Population: 35,109[b])

Job network family	*Job title*	*Average yearly number of staff retirements 2018–2027 (if all retire at 65)*	*Average yearly retirements as a percentage of total annual retirements*
MAGNET/Administration	Staff Assistant (G-5)	7.6	1.40
LOGNET/Transportation	Heavy Vehicle Operator (G-3)	7.4	1.30
MAGNET/Administration	Administrative Assistant (G-5)	7.2	1.30
SAFETYNET/Security	Security Officer (FS-4)	6.5	1.20
MAGNET/Administration	Administrative Assistant (G-6)	6	1.10
SAFETYNET/Security	Security Officer (FS-5)	5.7	1.00
DEVNET/Programme management	Programme Management Assistant (G-6)	5.4	1.00
MAGNET/Administration	Administrative Assistant (FS-5)	5	0.90
MAGNET/Administration	Administrative Assistant (FS-4)	4.6	0.80
LOGNET/Transportation	Vehicle Technician (G-4)	4.5	0.80
DEVNET/Programme management	Programme Management Officer (P-4)	4.4	0.80
INFONET/Language	Field Language Assistant (G-4)	4.4	0.80
SAFETYNET/Security	Field Security Guard (G-2)	4.1	0.70
MAGNET/Administration	Team Assistant (G-4)	3.9	0.70

Job network family	*Job title*	*Average yearly number of staff retirements 2018–2027 (if all retire at 65)*	*Average yearly retirements as a percentage of total annual retirements*
DEVNET/Programme management	Senior Programme Management Officer (P-5)	3.6	0.60
POLNET/Political affairs	Senior Political Affairs Officer (P-5)	3.5	0.60
DEVNET/Economic affairs	Economic Affairs Officer (P-4)	3.4	0.60
LOGNET/Transportation	Light Vehicle Driver (G-3)	3.3	0.60
MAGNET/Administration	Staff Assistant (G-6)	3.1	0.60
MAGNET/Human resources	Human Resources Assistant (G-6)	3.1	0.60
	Other titles (1 066)	458.6	82.50
Total		**555.3**	**100.00**

Abbreviations: DEVNET, Economic, Social and Development Network; INFONET, Public Information and Conference Management Network; LOGNET, Logistics, Transportation and Supply Chain Network; MAGNET, Management and Administration Network; POLNET, Political, Peace and Humanitarian Network; SAFETYNET, Internal Security and Safety Network.

[a] Top 20 job codes with largest number of average annual retirements.

[b] Excludes Under-Secretaries-General, Assistant Secretaries-General and staff with temporary appointments.